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7 July 1950

MEMORANDUM FOR: MANAGEMENT OFFICER

SUBJECT: Information Requirements

REFERENCE: (a) Enclosure to Management Memorandum of
25 May 1950, same subject

1. Although reference (a) is entitled "Information Requirements," the study presented is almost wholly pertinent to the frailties and inadequacies of the Collection Service. But it does propose a reassignment of the "Requirements" function from OCD to the Production Offices, so COAPS views are set forth below.

OCD knows we have been working on this Memorandum but copies have NOT been supplied to anyone, since Management's study apparently came only to COAPS. We have on file, however, seven additional copies for distribution if, as, or when desirable.

a. All requests for information initiated by ORE and OSI analysts, which require utilization of the field collection service, shall be reduced to writing and forwarded to OCD for processing.

b. The establishment of a Desk-to-Desk (Division Chief Level) informal liaison with other agencies located in the Washington area is authorized for fulfillment of requests orally communicated. Such liaison arrangements shall have the approval of OCD.

c. All formal written requests for information initiated by ORE and OSI analysts, addressed to outside agencies in the Washington area, shall be forwarded to OCD for processing.

d. All requests by analysts which require reference to CIA files, only, may be satisfied by direct user-supplier inter-office liaison.

e. All requests for information (both guide type and specific requirements) which require processing by OCD, shall be prepared and coordinated (as appropriate) by ORE and OSI. This coordination by ORE and OSI jointly, should extend to include guide type requirements submitted by the IAC agencies. When forwarding such requests to OCD for

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collection action recommendation for source to be employed, completion date and degree of need, shall be stated.

f. Requests by OSO and OPC which may be wholly satisfied within the Offices of CIA, may be the subject of mere inter-office liaison. If, however, fulfillment will require reference to outside agencies or field collection, requests shall be reduced to writing and processed through OCD.

g. OCD, after consultation with originators concerned, shall assign priorities to all requests originating within CIA. As a practical matter, however, it can be expected that final actual priority will be influenced by the prerogatives of the agency performing the collection.

2. The following comment is offered with respect to the list of suggestions for the improvement of both requirement and collection activities, appearing under paragraph 7 of reference (a):

a. Change to read: "Coordination of all ORE and OSI requirements and recommendations for collection action by originating production division."

b. Disagree, for the reason that the provisions of paragraph 1b above, provide for adequate inter-agency liaison.

c. Concur for Desk-to-Desk coordination of requirements under informal operational liaison. Written and formal requests should be processed through OCD, however.

d. Not at all necessary or practicable.

e. Not necessary or practicable.

f. ORE and OSI requirements staffs should be kept small for intra-office coordination, only.

g. Concur. Desk-to-Desk (Division Chief Level) liaison should be established with OSO to enable ORE and OSI to participate in operational planning.

h. Inappropriate.

i. Concur, but not "direct" channels by-passing Washington agencies who have the responsibility for field collection abroad for themselves and CIA.

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j. Satisfactory - in its relations with OO and OSO, provided
OCD is kept informed.

3. It is again urged that all Offices in CIA consider themselves
as parts of one organization working closely together for the common
good. The tendency to consider each Office a separate, self-sufficient
entity surrounded by artificial or real barriers like the medieval moat
is to be deplored and avoided. E Pluribus Unum!

PRESOTT CHILDS, Chief
Coordination, Operations
and Policy Staff

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